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28 April 1959

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Survey of DD/I Area

REFERENCE : DCI Memorandum dated 28 January 1959, subject, "Program for Greater Efficiency in CIA"

INTRODUCTION

1. During the past four months the DD/I Offices have been subjected to a series of reviews and analyses calculated to bring to light specific opportunities for reduction in manpower or the more efficient utilization thereof. By memorandum dated 17 December 1958 each Office was directed to prepare a detailed analysis of its functions together with the manpower and money allocated to each. These were submitted in January 1959 and, besides being intensively reviewed by myself and my staff, provided a jumping-off point for the survey conducted by [] in accordance with your direction. [] in turn prepared surveys of each office except the Office of Operations, which was surveyed by [] of the Office of Basic Intelligence in order that an outside viewpoint might be brought to bear on all offices. The Photographic Intelligence Center was excluded because of its recent creation, the fact that it was surveyed last fall by Management Staff, and its intimate connection with sensitive

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projects controlled outside the DD/I area. [] summarized his

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findings in a report which is attached hereto as an annex. I consider this report useful, thought-provoking and, in large measure, accurate.

As indicated below, my recommendations in substantial measure coincide with his findings. On the other hand, as [] is the first to

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admit, his survey was necessarily hasty, averaging only a few days per Office, and depended in large measure on interviews with senior or medium-grade supervisors. The inevitable result is that he has in several instances drawn conclusions which further investigation has shown to be unjustified or made suggestions which would hardly be feasible.

2. Broadly speaking, opportunities for substantial reductions in the strength of the DD/I components have already been taken in the series of reductions in ceiling that have been imposed beginning in 1953. In the course of these, T/O and ceiling strengths of the Offices have been reduced by [] Meanwhile, new responsibilities have been taken on largely by your specific direction, which have required personnel in the amount of [] Thus a gross total of [] positions have been squeezed out of the DD/I hide or 15% of its strength in 1953.

3. As you will see below in Category I, I have made a conscientious attempt to take a completely new and up-to-date look at the whole picture and have determined that further reductions in the net amount of [] can be taken without impairing the present authorized functions of the Offices. To achieve a greater saving will require the abandonment of specific

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functions and responsibilities now performed or a fundamental reorganization of the Office structure. I have addressed myself to these in Categories II and III of this memorandum. With respect to these, I would emphasize the preliminary nature of my conclusions and the need for further study, in some instances on a Community-wide basis, to justify the curtailment or consolidation. These proposals go clearly beyond the fat-paring stage to the elimination of bone and muscle. In the last analysis, you will have to be the one to decide to what extent the building or other procrustean requirements dictate abolition of functions or elimination of established command channels.

4. My personal hunch is that the Agency can and should be shrunk substantially, and I am prepared to execute the necessary reductions so that the DD/I area bears its pro rata share. But there must be no illusions as to our ability to do so while maintaining intact all our present functions and organization.

CATEGORY I

PERSONNEL SAVINGS PRESERVING PRESENT

BASIC FUNCTIONS AND ORGANIZATION

1. OFFICE OF NATIONAL ESTIMATES - Present Strength:
Present Ceiling:

50X1

Until the move is made into the new building and better collaboration can be effected by the Offices of Current Intelligence and National Estimates, there does not seem to be any practical way for ONE to accomplish its current tasks with less than the number of people it now has aboard,

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which is seven over ceiling. I am hopeful, however, that by the time we move into the new building the Board will have been reduced by attrition from its present unwieldy strength of to that the reading room and reproduction facilities can be merged with those of OCI, and that the Area Staffs can be reduced in return for a call on the time of OCI regional specialists. The aggregate savings should be approximately from the present strength, or three below current ceiling. Total savings — 3 people.

50X1

2. OFFICE OF CURRENT INTELLIGENCE - Present Strength:
Present Ceiling:

50X1

The small biographic and propaganda efforts now being performed will be discontinued with a saving of five people.

The remainder of the Office seems reasonably tight and any further paring, which could only take place in the Sino-Soviet Bloc Staff, will be more than balanced by the need to build up the African Division to keep in touch with the newly emerging countries there. Total savings — 5 people.

3. OFFICE OF SCIENTIFIC INTELLIGENCE - Present Strength:
Present Ceiling:

In view of the National Security Agency's newly assumed responsibilities in the ELINT processing field, it seems possible to reduce our contribution to the National Technical Processing Center by at least four people. It is conceivable that the saving might run twice that figure.

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Four additional positions can be removed from the several support staffs of the Office.

Total savings -- 8 people.

4. OFFICE OF RESEARCH AND REPORTS - Present Strength:
Present Ceiling:

The ORR Staffs engaged in editorial review, requirements preparation, control and general administration are believed to be excessive. A reduction of will be effected.

The effort devoted to studying international trade and particularly East-West trade controls can be reduced in view of the work being performed elsewhere in the Government on this subject, saving people.

The Current Support Staff, which furnishes OCI quick support on current items can be cut to skeleton strength and the work load transferred to analysts in ORR's functional divisions with a saving of people.

50X1

Total savings -- people.

50X1

5. OFFICE OF OPERATIONS -- Present Strength:
Present Ceiling:

50X1

No savings appear to be feasible in the Foreign Broadcast Information Service.

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Minor reductions can be effected in the headquarters activities of Contact Division, principally in editorial work with a saving of seven people.

By transferring all unclassified translation work from Foreign Documents Division to the outside contract agency, Joint Publications Research Service, and by relying completely on the Library to perform the document screening function, a saving of people can be effected.

Total savings -- people.

6. PHOTOGRAPHIC INTELLIGENCE CENTER -- Present Strength:
Present Ceiling:

50X1

No saving seems possible at this time; in fact, a substantial augmentation of the operation appears to be inevitable. A separate report bearing a special classification is devoted to this problem.

7. OFFICE OF BASIC INTELLIGENCE -- Present Strength:
Present Ceiling:

50X1

There appears to be no possible reduction in OBI's strength so long as the NIS production rate remains unchanged. Any conceivable saving is more than balanced by the fact that the rapid turnover in the major contributing agency (Department of State) requires more direction and editing on the part of OBI than ever before. Moreover, the rate at which NIS sections are revised and brought up-to-date needs to be increased rather than slowed down. This involves the preparation of annual supplements to Chapter I, which is being carried out as an additional duty without provision of additional personnel.

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8. OFFICE OF CENTRAL REFERENCE — Present Strength: 50X1
Present Ceiling:

The publications procurement and distribution effort can probably be reduced by six people over the coming year if our efforts with the to establish a simplified funding procedure are 50X1 successful and if our current plans to streamline the internal distribution of the great mass of publications prove as feasible as our studies indicate.

The major savings possible from the OCR operations fall under Category II - Elimination of Questionable Functions.

Total savings — 6 people.

9. OVERSEAS INTELLIGENCE SUPPORT AND LIAISON — Present Strength:
Present Ceiling:

The current, scientific and economic intelligence support being supplied to will be reduced by one-half with the concurrence of IE/DDP. Total saving — people.

10. Taking the DD/I Area as a whole, the foregoing aggregate a reduction of from a present ceiling strength of or 3%. The present on duty strength of or over ceiling is more than accounted for by a surplus of clericals, which have been assigned to the Offices in accordance with over-all Agency policy. These can, of course, rapidly be absorbed by attrition.

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12. In conclusion, I reiterate that I believe you should give most serious consideration to rather drastic reductions in the strength of the Agency and that the time of preparation for moving into the new building is a good one for such a painful exercise. It is clear, of course, that there would be violent protest and much anguish from experienced and highly competent officials within my area of the Agency and that there also would be objections raised to the curtailment of the service rendered to the rest of the Community. Thus, for obvious reasons, it is my desire that access to this report be strictly limited.

13. The one vitally important problem which has thus far gone unmentioned in my paper and yet which must be reckoned with from the outset is, of course, that of handling the great numbers of people who would become surplus to the needs of the Agency should such a program as the one suggested here be put into effect. Bald personnel statistics 50X1 would show that over a two to three year period DD/I attrition is, in total numbers, sufficient to take care of the approximately people who would be made jobless. However, past experience shows without question that the attrition will neither take place in particular areas where we need it nor will it necessarily affect the number of senior people who would have to go if the new organization was to be made an effective and balanced force.

14. Therefore, the decision must be made early in the game as to how far we are willing to go and what methods we are prepared to use in meeting this formidable problem. Reduction in force procedures as utilized by the "old line" agencies are patently unworkable. Rather we

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would probably have to design a program based on your PL 110 authority coupled with a massive outside placement effort to help these people relocate in the rest of Government, business and industry. In any event I cannot emphasize too strongly the need for us to keep this matter square in front of us as we undertake consideration of the ideas herein presented.

[Redacted Signature Box]

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ROBERT AMORY, JR.
Deputy Director (Intelligence)

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